



INSTRUCTOR HANDBOOK

US Army Cadet Command, Fort Monroe, Virginia

JUNIOR RESERVE OFFICERS' TRAINING CORPS (JROTC) INSTRUCTOR HANDBOOK

NOTE: This publication is only a guide. Please refer to our web site at www.usarmyjrotc.com for additional program information and periodic updates.

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Welcome to the most rewarding and challenging profession of the 21st century. This guide will provide basic information to help you launch a successful school year. You will discover flexibility, resourcefulness, and creativity is the best way to be an effective instructor. By leveraging the use of interactive technology your cadets will learn skills to acquire new knowledge, process information, think critically, make decisions and communicate effectively in a diverse society. Cadet Command will continue to place an emphasis on learning by integrating 21st century skills and tools into the curriculum and providing support to help make your task easier.

Visit the web portal for required instructor action dates, (physicals, evaluations, photo etc.) The portal library will have publications/forms and the yellow page will provide important POCs. The inspection checklist can be found in the Cadet Command Regulation (CCR) 145-8-3.

Section I

General Provisions

1-1. Authority. The Junior Reserve Officers' Training Corps (JROTC) was organized under authority of Sections 40 to 47c, National Defense Act of 1916. Statutory provisions are contained in Title 10, United States Code, Section 2031.

1-2. Mission. The mission of the JROTC Program is to "Motivate Young People to be Better Citizens."

1-3. Objectives. The objectives of the JROTC Program are to:

- a. Promote citizenship.
- b. Develop leadership.
- c. Communicate effectively.
- d. Improve physical fitness.
- e. Provide incentive to live drug-free.
- f. Strengthen positive self-motivation.
- g. Provide a historical perspective of the military services.
- h. Work as a team member.
- i. Graduate from high school.

Section II

Instructor Staff

2-1. The Instructor Staff for JROTC consists of Army personnel who have retired from active duty. Each unit is authorized two instructors; one officer who serves as the Senior Army Instructor (SAI); and one Noncommissioned Officer (NCO) who serves as the Army Instructor (AI). If an officer is not available, a Warrant Officer or NCO may serve as the SAI if recommended by Brigade/Region and approved by U S Army Cadet Command (USACC). However, the WO/NCO must either have a 4-year degree or is working towards completion of a 4-year degree. Additional instructor personnel may be assigned when warranted by the size of JROTC enrollment in accordance with the staffing guide in Cadet Command Regulation (CCR) 145-2. A Director of Army Instruction (DAI) is authorized for five or more JROTC units in the same school district. School systems that desire a DAI for less than five units may employ them at their own expense.

2-2. Instructor Staff Responsibilities.

a. The DAI is responsible for overseeing the operations of assigned JROTC units. Duties for a DAI are as follows:

- (1) Function as Department Director.
- (2) Organize, develop, and administer the JROTC Programs within the school district.
- (3) Represent the school district in matters pertaining to the Department of the Army and the JROTC Program as required.
- (4) Ensure, on behalf of the district and the Army, that the JROTC program is administered in accordance with law, regulation and policies.
- (5) Recruit and recommend instructors required to administer and teach the JROTC program.
- (6) Obtain USACC approval of selected instructors.
- (7) Maintain instructor status used for the Department of the Army salary reimbursement and employment status.
- (8) Monitor the performance of JROTC instructors, ensure the USACC is apprised of their performance.
- (9) Maintain liaison with USACC to ensure current regulations, policies and procedures are available.

- (10) Prepare district response to all correspondence received from USACC.
- (11) Interpret and implement new regulations received from government agencies.
- (12) Prepare and maintain administration and support reference materials required to be available in the district by law and regulations.
- (13) Interpret data obtained through the Department of the Army and other agencies in order to assist in:
 - Developing favorable public relations.
 - Improving instruction.
 - Adapting Army policies to the classroom.
- (14) Coordinate and integrate the JROTC Program with other school departments and cooperating agencies in community.
- (15) Coordinate with Cadet Command Public Affairs Officer the release of JROTC public news items.
- (16) Organize, coordinate, and direct JROTC activities in the district (drill competition, marksmanship competition, camps, annual ball, and other military activities.
- (17) Confer with principals on the effectiveness of the program.
- (18) Process requests for government property required and authorized to conduct the program.
- (19) Set up and maintain a central supply system for Army JROTC units in the district accounting for all government property issued to the units.
- (20) Salvage items not economically repairable and request replacement.
- (21) Prepare a District budget.
- (22) Serve as JROTC Camp Commander as required by Brigade Commander.
- (23) Conduct research, evaluation and follow-up studies to emphasize areas of success and to determine areas in need of special attention.
- (24) Enforce contractual agreement of school district and Department of the Army.

- (25) Continually review/monitor program staffing to support enrollment and achieve optimum manpower and funding.
- (26) Recommend changes to the Program of Instruction.
- (27) Prepare Master and Weekly Training Schedules for the school year.
- (28) Submit required reports, as necessary, and in accordance with the required reports listing.
- (29) Conduct department meetings and present professional or in-service training as appropriate.
- (30) Request transportation support as required, within budget allocations.
- (31) Establish, instill and ensure enforcement of program standards and set the example for program credibility.
- (32) Substitute as an instructor when necessary.
- (33) Establish and maintain contact with parents of cadets especially those experiencing academic or behavior problems.
- (34) Maintain involvement in the school community by attending social events, athletic contests, PTA and faculty meetings.
- (35) Observe both the military and school chain of command.

b. The SAI is the JROTC Department's chairman and chief instructor of the JROTC unit. He or she performs the functions of a DAI in a single unit and is therefore responsible for the overall management of the JROTC unit at the school. The SAI is responsible for directing, supervising, and conducting JROTC instruction and activities for a single unit. It is the SAI's responsibility to establish a climate of mutual respect and teamwork within the JROTC Department and the school staff and faculty.

c. The AI is responsible for conducting instruction and activities as mutually agreed upon with the SAI. In the case of disagreements over the distribution of duties, the SAI will recommend the work schedule to his/her DAI or Brigade.

2-3. Certification. Instructors are certified to teach JROTC by USACC, but hired by and work for the individual school systems. Instructor performance is under continual review by the Army and the school system.

2-4. Decertification. USACC may decertify an instructor if standards of conduct prescribed by laws applicable to all DOD personnel, AR 600-50 for Department of the Army personnel, and CCR 145-2

are not maintained. Should a morale problem or climate of discontent develop, both instructors may be considered for decertification.

Section III

Cadet Enrollment

3-1. Enrollment requirements. A JROTC unit must have an enrollment of not less than 100 students or 10% of the eligible school population.

3-2. Eligibility criteria. Eligibility for enrollment and continuance as a member of the JROTC unit, requires each participant to meet the following criteria:

- a. Education. The student must be enrolled in and attending a full-time regular course at an institution offering JROTC instruction or have been granted approval by school officials to enroll in JROTC if being transported to the host unit from either a magnet school or home schooling.
- b. Grade. The student must be in a grade above the eighth grade during the school year of enrollment.
- c. Academic standing. The student must maintain an acceptable standard of academic achievement and standing as required by the host institution.
- d. Conduct and character. Cadets must maintain an acceptable standard of conduct and be of good moral character. Those in leadership positions are expected to demonstrate high moral and personal standards in order to set the example. All cadets should be honest, self-reliant, and have a sense of personal and social responsibility in performing unit and other academic assignments. They must exhibit self-discipline and respect for constituted authority through observance of laws, rules, and regulations; by prompt and regular attendance at instruction; and in their general demeanor. Those in leadership positions must be held to the highest standards and cannot continue in their leadership position if they do not.
- e. Physical ability. The student must be able to participate in the physical education program in the school. As an exception to this requirement, under the secondary school's open enrollment policy and when desired by the principal of the host school, students who are ineligible for membership as regular JROTC students may enroll as special JROTC students. However, the school will provide any special equipment or additional instructors that may be needed to instruct such students.
- f. Screening tests. The student will successfully complete surveys and screening tests as may be prescribed by the school or USACC.

3-3. Placement. Qualified students will normally be enrolled as cadets in the following classes:

LEADERSHIP EDUCATION AND

GRADE	TRAINING (LET) CLASS
9th through 12th Grade*	LET-1
10th through 12th Grade	LET-2
11th through 12th Grade	LET-3
11th through 12th Grade*	LET-4

*Depending on 3- or 4-year program

3-4. Enrollment. Enrollment at the beginning of a school year is with the understanding that both semesters will be completed. However, credit may be awarded upon satisfactory completion of one semester.

3-5. Disenrollment. At the discretion of the SAI, and with the approval of the school's administration, a cadet will be disenrolled or excluded from attendance, as appropriate. In all cases, a cadet will be considered for disenrollment when he or she—

- a. Withdraws from school.
- b. Demonstrates ineptitude for leadership training indicated by a lack of general adaptability.
- c. Fails to keep an acceptable standard of academic achievement, conduct, appearance, or attendance.
- d. Exhibits undesirable character traits, such as—
 - (1) Lying, cheating, or stealing.
 - (2) Unauthorized possession or use of illegal drugs or substances.
 - (3) Conviction or adjudication as a juvenile offender for committing an offense that could lead to imprisonment.
 - (4) Frequent incidents of a discreditable nature with civil or school authorities or other similar acts.
- e. Fails to maintain the requirement for enrollment IAW paragraph 3-13.
- f. Exhibits an indifference to and a lack of interest in leadership training as demonstrated by—

- (1) Frequent absences from class or drill.
- (2) Accumulation of a large number of demerits.
- (3) An established pattern of shirking responsibility or other similar acts.

g. The provisions of the preceding subparagraph can be waived by the USACC chain of command. The above mentioned offenses must be substantiated through written counseling by the SAI or AI. Written documentation is essential to disenrollment from the JROTC program.

3-6. Course Credit. One credit for JROTC will be granted on the same basis as credit for core subjects such as Math and English (e.g., if 180 hours are required for one credit of Math, 180 hours will be required for one credit of JROTC). If outcome based criteria is used, the Army will have input into what that criteria will be for JROTC. In situations of year-round schools or block scheduling, the JROTC program will be designed to allow continuity and maturity of leadership. The goal is to remain flexible and to complement the school's curriculum without compromising the goals, objectives, and benefits of the JROTC program.

3-7. Equivalency credit. Whenever possible, the SAI will pursue equivalency credit for required courses. The JROTC curriculum is conducive to earning credit in physical education, health, social studies, government, civics, life skills, etc. As long as minimum POI requirements are met, instructors will exercise the flexibility allowed in the POI to match required frameworks. Cadet Command and region personnel are available to assist.

Section IV

Example for Academic Credit and Grading

4-1. JROTC is an Elective Course. Credit towards graduation will normally be awarded as follows:

<u>COURSE</u>	<u>CREDIT</u>
Leadership, Education, and Training 1	(LET 1) 1
Leadership, Education, and Training 2	(LET 2) 1
Leadership, Education, and Training 3	(LET 3) 1
Leadership, Education, and Training 4	(LET 4) 1

4-2. Grading. Check for school guidance and follow their policy since this may vary by districts.

Example:

- a. Test and Evaluations 40%.
- b. Uniform Inspection Grade and Conduct 40%.
- c. Participation (merits/demerits) 20%.

Section V

Cadet/Student Records

5-1. DAIs, SAIs, and AIs will maintain automated cadet records on courses completed, positions held, rank obtained, awards, promotions, decorations and data relative to training in the JROTC Unit Management System (JUMS) program established by Cadet Command. Cadet records will be retained for a period of 5 years after leaving the unit.

5-2. Training Certificates:

- a. Issue CC Form 226-R (Certificate of Training, Army Reserve Officers' Training Corps), to each cadet who successfully completes at least 1 year of the program. DAIs, SAIs or AIs will make an entry in JUMS upon issuing CC Form 226-R.
- b. Provide students completing JROTC training and not enrolled as cadets a Certificate of Training.

Section VI

Discipline

6-1. Discipline comes from a Latin word which means "learning." The dictionary defines it as "training which corrects, molds, strengthens, or perfects." It has no connotations of punishment.

6-2. JROTC discipline is an outward manifestation of mental attitude and state of training, which renders obedience and proper conduct instinctive under all conditions. It is founded upon respect for and loyalty to properly constituted authority. ***Do not confuse JROTC discipline with punishment.***

6-3. Being disciplined means that the cadets are learning to place the tasks of their unit -- their team -- above their personal desires. It means that they are learning to follow the orders of their leaders promptly and cheerfully, so that even in the leader's absence they will observe established rules and conduct themselves properly. Cadets learn the principles of delayed gratification and dedication to truth, they learn to balance responsibility and delegate duties accordingly and to exercise higher centers of the brain (judgment) and regulate lower centers of the brain (emotion).

6-4. In training, leaders will insist upon perfection in what may seem to be minor details. Such things as wearing the uniform properly will be closely scrutinized. The performance is expected to be of the highest caliber, both on and off the campus. Cadets are expected to conduct themselves at all times in a

manner which will reflect credit upon themselves, their parents, their JROTC unit, their school, their nation, and the United States Army.

6-5. In teaching Leadership Lab, it is best to use FM 22-5 exactly as it is written with as few deviations as possible in conjunction with the Interservice Cross-Index Drill Manual.

6-6. When necessary, the following means will be employed to enforce conformance to standards.

- a. Assigning demerits.
- b. Reduction in cadet rank.
- c. After school counseling, with parental permission, which includes situations supervised by one of the cadet leaders in the cadet's chain-of-command (i.e., cleaning all classroom desks).
- d. Suspension or dismissal from the JROTC unit, school, or both by the principal of the school and any discipline procedures used or administered by the school.

6-7. Be very careful with any physical activity associated with discipline. In some states, requiring a student to do push-ups is considered corporal punishment.

Section VII

Example of a Merit and Demerit System and Alternate System

7-1. The merit and demerit system is established to provide a means whereby cadet leaders can discipline cadets who violate policies and procedures, and reward cadets for superior performance of duties.

7-2. Responsibilities.

- a. Cadet officers and NCOs in the rank of Sergeant First Class and above may recommend the awarding of merits or demerits.
- b. The provisions of good leadership and the chain-of-command will be followed in awarding merits and issuing demerits.
- c. Failure of cadets to carry out this very important responsibility in the proper spirit and manner is grounds for corrective action.

7-3. Control.

a. All merits and demerits given by a cadet must be reviewed and approved by the SAI or AI to ensure they are fair, impartial, and not in excess of the amount authorized. Merit and demerit forms will be routed as indicated below:

(1) Through the chain-of-command to the Cadet Battalion Commander or Cadet Executive Officer.

(2) Approval will then be obtained from the SAI/AI.

(3) To the S-1 Merit/Demerit NCO who will record them in the cadet's official record.

b. Merits and demerits will not be issued without the approval of a member of the Instructor Staff.

c. No cadet may issue merits to himself/herself.

d. Any cadet who feels that he/she has been unjustly given demerits, may appeal, in writing, through the chain-of-command, to the Instructor Staff.

7-4. Merits. Merits may be awarded in the amounts and for the reasons shown:

<u>REASON</u>	<u>AMOUNT</u>
(1) JROTC extracurricular activities such as Drill Team, Color Guard, etc.	1 merit per hour of practice
(2) Outstanding demonstration of leadership	1-5 merits
(3) Drill Team or Color Guard performance	1-5 merits
(4) Drill Team or Rifle Team members of a winning team in competition	10 merits
(5) JROTC work outside normal school hours, including lunch	1 merit per hour
(6) Being responsible for a new cadet enrolling in Army JROTC	10 merits
(7) Other awards as approved or directed by a member of the Instructor Staff, or authorized elsewhere in this handbook	As approved or directed

An example of a reporting form is enclosed.

7-5. Demerits. Demerits may be given for infractions of rules or regulations. If the matter requires stronger action, a written request for consideration by a Cadet Board of Review, must be prepared and submitted to the President of the Cadet Board of Review, who will investigate and determine if a board should be held. A listing of offenses for which demerits may be given are as follows. The amounts shown are the maximum for each offense. Lesser amounts may be given, depending upon the seriousness of the offense. **Serious misconduct such as lying, cheating, stealing, or actions which would tend to bring discredit upon the Army JROTC, school, or U.S. Army.**

<u>Cadet</u>	<u>Level</u>
-- Officer	Board of Review
-- Noncommissioned Officer	10 Demerits and/or Board of Review
-- Private	5 Demerits

<u>Reason</u>	<u>Amount</u>
-- Malingering (Being in a supply room, instructor office, or off-limits area, without permission)	10 Demerits
-- Misuse of Government or JROTC property	10 Demerits
-- Unacceptable conduct (Using profane or obscene language while in uniform in the JROTC area or during a JROTC activity)	5 Demerits
-- Failure to report for an agreed duty or detail	2-5 Demerits

Cadets authorized to award merits or demerits will do so by use of this form.

INSTRUCTIONS: **All entries must be legible. If several cadets are given merits or demerits, one form may be used and a list attached of the cadets concerned, who must initial all**

demerits by their name on the list. Forms will be turned in to the cadet office in the box provided, and must be initialed by the BN CDR or XO and an Instructor, before being routed to the S-1 Section for entry into records.

(DATE)

MERIT OR DEMERIT REPORT

CADET NAME:

DATE: _____ MERITS: _____ DEMERITS:

GIVEN BY:

REASON:

INITIALS OF

APPROVED BY

APPROVED BY

RECEIVING CADET

(XO or BN Cdr)

(INSTRUCTOR)

POSTED TO CADET RECORD CARD: _____

POSTING CLERK'S

DATE POSTED

INITIALS

7-7. An alternate for the merit/demerit system, you may use a Blue Dot/Red Dot board. This system allows the AI/SAI more control over the cadets in a shorter period of time. Instead of allowing a cadet to slowly build up demerits before they are really affected - this system allows immediate feed back.

7-8. When a cadet fails to report in the required uniform for Leadership Lab/P.T. or fails to turn in critical assignments, they receive a Red Dot.

7-9. Any cadet who earns a Red Dot is flagged and no positive action can be taken; they cannot be promoted, receive awards/ ribbons, perform on Color Guard, Drill Team, etc until they make up their Red Dot. Once a cadet has made up the Leadership Lab/ P.T. or turned in the assignment then the cadet is no longer flagged.

7-10. This board is displayed in the classroom and senior cadet staff posts the Red Dots/Blue Dots daily. The form used to annotate cadets not in appropriate uniform is taken each period with attendance.

7-11. As cadets earn Blue Dots for Community Service, Color Guard Teams, Raider Team, Drill Team, etc the positive reinforcement Blue Dots are also posted on the board.

7-12. A board can be set-up as a duty roster for the Battalion, by company, by Platoon or whatever fits your needs. If set-up by Platoon, then you can set-up competition between Platoons. The Platoon with the fewest Red Dots gets to eat first at Military Ball, etc.

7-13. The AI/SAI should maintain a master paper copy in the grade book, just in case someone erases some of his or her Red Dots.

7-14. Example of a Blue Dot/Red Dot board:

[illegible]

Section VIII

Example of an Organization of the JROTC Cadet Battalion

8-1. The JROTC cadets will be organized into a unit modeled after an Army battalion as follows:

a. The Cadet Battalion Commander and the battalion staff officers will normally be selected from the LET-3 and LET-4 cadets. The Battalion Commander and President of the Board of Review will be named on the basis of evaluations made by the Instructor Staff.

b. Each lettered company should consist of at least two platoons.

c. Each platoon should consist of not more than four squads.

d. Each squad should have a squad leader and not more than ten squad members.

e. The battalion will organize the following:

(1) Drill Team/Honor Guard.

(2) Color Guard.

(3) Raider Platoon (optional).

(4) Marksmanship Team (optional).

f. The Instructor Staff or other qualified individuals will monitor and serve as the advisor for the activities and practices of all extra-curricular activities and groups.

g. The specific composition of company and platoons will be as determined by the Instructor Staff. Assigned positions and ranks will conform to the Table of Organization and Equipment (TOE). Each company will furnish information on position assignments of all company personnel to battalion headquarters, which will be posted to the battalion manning charts, under the supervision of the Adjutant.

h. If required, the entire cadet enrollment may be utilized in battalion formations.

8-2. Table of Organization and Equipment (TOE). Authorized ranks in the cadet battalion will be based on cadet strength

(Opening Enrollment Report strength).

BATTALION STRENGTH

	<u>250 PLUS</u>	<u>100-249</u>
Battalion Commander	COL	LTC
Battalion XO	LTC	MAJ
S-1/Adjutant	MAJ	CPT
S-2/3	MAJ	CPT
S-4	MAJ	CPT
S-5	MAJ	CPT
Command SGM	CSM	CSM
Bn Opns NCO	SGM	MSG
Bn Supply NCO	SGM	MSG
Bn Info NCO	SGM	MSG
Bn Admin NCO	SGM	MSG
Asst Staff Off	CPT	1LT

LETTERED COMPANIES

Company Commander	CPT	CPT
Executive Officer	1LT	1LT
Platoon Leader	2LT	2LT
First Sergeant	1SG	1SG
Platoon Sergeant	MSG	SFC
Supply Sergeant	SFC	SSG
Company Clerk	SFC	SSG
Training NCO	SFC	SSG

PRESIDENT OF BOARD OF REVIEW

LTC	MAJ
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HEADQUARTERS COMPANY

Company Commander	CPT	CPT	CPT
First Sergeant	1SG	1SG	1SG
Supply Sergeant	SFC	SFC	SSG
Company Clerk	SFC	SSG	SGT
Training NCO	SFC	SSG	SGT

*NOTE: All other HQ Co positions and duties are filled by members of Battalion staff sections as additional duties.

ADDITIONAL DUTY POSITIONS

(no rank structure authorized)

Drill Team Leader

Color Guard NCO (Training and Supervision by the Battalion CSM)

Raider Platoon Leader

Raider Platoon NCOIC

Marksmanship Team Commander

8-3. Cadets holding rank higher than that authorized for their position, based on the opening enrollment report, should be reassigned to a position calling for the higher rank, if a position is available. If no position is available, they will be redesignated to a lower rank until such time that cadet strength warrants redesignation to their former rank.

Section XI

Assignments, Appointments, and Promotions

9-1. Assignments. Recommendations for assignments of cadets to positions within the cadet battalion should be made on the basis of best qualified, taking into consideration their leadership ability, military proficiency, appearance and bearing, academic grades, and participation in cadet activities. There must also be a position vacancy within the cadet structure. All assignments should be approved by the instructor staff prior to being announced. Assignments should be made as follows:

- a. The Cadet Battalion Commander and the President of the Cadet Board of Review should be selected by the Instructor Staff.
- b. Assignments to Executive Officer, Staff Officer positions, and to Special Unit Leadership positions should be made by the Cadet Battalion Commander, with the approval of the Instructor Staff.
- c. All assignments to staff sections or companies should be made by the Cadet Battalion Commander.
- d. Company Commanders should be responsible for the assignment of personnel to positions within their units.
- e. Assignments to positions within special units should be made by the leader of that unit, with the recommendation of the Cadet Battalion Commander.

f. Assignments should be made on battalion orders. No assignment will be effective until an order is published.

9-2. Appointments and Promotions. Appointment of officers and promotion of enlisted cadets should be made on the basis of best qualified, taking into consideration their leadership ability, military proficiency, appearance and bearing, academic grades in JROTC and overall school subjects, and participation in cadet activities. There must be a vacancy within the cadet structure into which a cadet may be assigned in the higher rank. The SAI has authority to promote with the recommendation from the Cadet Battalion Commander as follows:

a. The Cadet Battalion Commander, the President of the Cadet Board of Review, and Special Assistants to the Senior Army Instructor will be appointed or promoted to a higher rank by the Instructor Staff. Such individuals will not normally be required to appear before a Cadet Promotion Board.

b. The Battalion Executive Officer, Staff Officers, Company Commanders, Special Unit Leaders, and the Battalion Command Sergeant Major, will be appointed or promoted by the Cadet Battalion Commander, with the approval of the Instructor Staff. Such individuals will not normally be required to appear before a cadet promotion board, unless necessary to aid the Cadet Commander in a decision as to who is best qualified, if there should be more than one individual under consideration for the promotion or position.

c. Promotion of cadets assigned to staff sections, or assigned to special units, to the rank of Staff Sergeant or above, should be recommended by the Cadet Battalion Commander, based on the results of promotion boards and the availability of position vacancies.

d. Promotion of cadets assigned to companies, to the rank of Staff Sergeant or below, should be recommended by the Company Commander, with the concurrence of the Cadet Battalion Commander, based on the results of promotional boards and the availability of positions.

e. Promotion of cadets above the rank of Staff Sergeant should be recommended by the Cadet Battalion Commander, based on the results of promotion boards and the availability of positions.

9-3. Promotion Boards.

a. Promotion boards will be organized and conducted by the Cadet Battalion Commander and the Cadet Board of Review.

b. In addition to any other promotion criteria, the following promotion restrictions are recommended.

- (1) A cadet who has a balance of demerits is not eligible for promotion.

(2) A cadet who has a grade point average below 2.0 on their latest report card (based on a 4.0 scale), is not eligible for promotion above the rank of Staff Sergeant.

(3) A cadet who has a grade point average below 1.5 on their latest report card, is not eligible for promotion above the rank of Corporal.

(4) A cadet who has a grade point average below 1.0 on their latest report card, is not eligible for promotion above the rank of Private First Class.

(5) A cadet who fails to wear the designated uniform on a mandatory uniform day and fails to make up the missed day on the following school day more than twice in a school quarter, is not eligible for promotion.

(6) Failure to attend a mandatory battalion activity during the current school quarter, without a valid excuse or prior approval, is not eligible for promotion.

c. Appointments, promotions, or reductions of cadets will be made on Cadet Battalion Orders. No appointment, promotion, or reduction will be effective until orders are published.

d. The Instructor Staff must approve all appointments, promotions, or reductions. The Instructor Staff may appoint, promote, reduce, or reassign any cadet, at any time, when he/she believes such action is in the best interest of the Cadet Corps and/or the individual concerned.

9-4. The Instructor Staff retains the authority to overrule or modify the decisions of members of the Cadet Corps.

9-5. Reductions.

a. To ensure that the best qualified cadets are able to earn promotions or appointments to higher ranks, and have the opportunity to be assigned to positions of leadership, the following policies concerning administrative reductions is recommended.

(1) Any cadet officer or senior NCO (SFC and above) who has a balance of demerits at the end of any school quarter, will be administratively reduced one rank.

(2) Any cadet Staff Sergeant or Sergeant who has more than a five demerit balance at the end of any school quarter, will be administratively reduced one rank.

(3) Any cadet Corporal or Private First Class who has more than a ten demerit balance at the end of any school quarter, will be administratively reduced one rank.

(4) Any cadet who fails to wear the designated uniform on a mandatory uniform day and does not make it up as prescribed, more than twice in any quarter will be administratively reduced one rank.

(5) Any cadet who fails to attend a mandatory Cadet Battalion formation, without a valid excuse or prior approval, may be reduced one rank.

(6) Any cadet whose grade point average (GPA) on their latest report card is below that required for promotion to their present rank will be placed on probation for the following grading period. If his/her GPA at the end of the probation period is still lower than that required for their present grade, he/she will be administratively reduced to the next lower rank.

b. Cadets may be reduced one or more ranks by approved actions of a Cadet Board of Review.

Section X

Command and Staff

10-1. Authority to exercise command within the Army JROTC unit is vested in the cadet officers and noncommissioned officers. They establish and uphold the standards of performance.

a. Cadet Officers.

(1) Cadet officers will normally be cadets who have clearly demonstrated their competence and leadership ability as cadet noncommissioned officers. They must be qualified to assist the military instructors and to act as instructors in any military duty or class.

(2) Cadets lower in rank are required to receive and obey all lawful orders from cadet officers. Insubordination on the part of lower ranking cadets will result in disciplinary action.

(3) Cadet officers who fail to comply with JROTC regulations, or who passively allow other cadets to violate rules and regulations, may be reduced in rank and/or dismissed from the cadet corps by the actions of a Cadet Board of Review or by the Instructor Staff.

b. Cadet noncommissioned officers.

(1) Cadet noncommissioned officers are assistants to the military instructors and cadet officers placed over them.

(2) All lawful orders of cadet noncommissioned officers must be obeyed by cadets of lower rank.

(3) Cadet noncommissioned officers who fail to discharge their responsibilities or to report misconduct or infractions of rules and regulations may be reduced in rank by the actions of a Cadet Board of Review or by the Instructor Staff.

10-2. The responsibilities and authority of Cadet officers and noncommissioned officers are restricted to official JROTC activities and do not carry over to other school or personal activities on or off campus.

10-3. Cadet officers and noncommissioned officers are responsible to the Instructor Staff for the appearance of their respective units. The Battalion Commander and Company Commanders will hold periodic staff meetings with their officers and non-commissioned officers.

10-4. During the school year, the Instructor Staff may rotate command and staff assignments in order to permit more cadets to practice leadership.

Section XI

Orders

11-1. Orders may be verbal or written. They will, in some cases, be sent to the classroom in the form of notices or announcements. The general procedure for announcing orders will be to post them on the classroom bulletin boards.

11-2. If every subordinate were to question the fairness, justice, propriety, or wisdom of orders received from any authorized source, there would be no discipline and the JROTC unit and your school would soon degenerate. Remember, a cadet must obey lawful orders first and if aggrieved, register a complaint to his/her superior later.

11-3. Orders concerning JROTC activities, which are issued by competent authority, must be obeyed implicitly.

Section XII

Conduct and Military Courtesy

12-1. While in uniform, all members of the Corps of Cadets are expected to conduct themselves in a manner which will reflect no discredit upon themselves, their parents, their school, the cadet corps, or the United States Army.

12-2. Courtesy is nothing more than a display of good manners and politeness in dealing with other people. The only distinction between military courtesy and civilian courtesy is the form of expression by the military, which has become one of the customs and traditions of the service.

a. The hand salute is one of the most significant forms of military courtesy and is simply the military way of saying "hello." It is also the custom to say, "Good Morning/Afternoon/ Evening, Sir, or Ma'am," when exchanging salutes. Cadets in uniform will salute cadet officers and members of the Armed Forces of the United States, and friendly nations, entitled to a salute, during those times and in places where a salute is appropriate.

b. Upon entrance of the Instructor into a classroom or area where a JROTC class is assembled for instruction, the first cadet to see the arrival will call "Attention," and all cadets will assume the position of attention until directed otherwise. If a visiting officer or an instructor enters a classroom after the instruction class has already started, the instruction will continue without calling the class to attention.

Section XIII

Personal appearance, Uniforms and Equipment

13-1. Personal cleanliness and good grooming are a must for JROTC cadets at all times. For more in-depth details on appearance please refer to CCR 145-2.

13-2. Hair Styles.

a. The choice of hair style is an individual decision. There are a wide variety of hair styles that, if maintained in a neat manner, are acceptable.

b. Haircuts for male cadets, without reference to style, must conform to the following standards, in order to receive a passing mark on uniform inspections:

(1) The hair on top of the head will be neatly trimmed and not of an excessive length. The hair will not be allowed to fall over the eyebrows.

(2) The sides and back will be trimmed and tapered, but need not be shaven or excessively clipped; however, it will not touch the collar or ears.

(3) If male cadets desire to wear sideburns, they will be neatly trimmed and evenly tapered, with a clean shaven line and no flare at the base, and they will not extend below the bottom part of the ear.

(4) Beards are not authorized.

(5) Mustaches will not exceed the standards authorized by the Army regulations.

(6) Special units that are voluntary in nature will follow CCR 145-2 requirements, but in no case will haircuts be more stringent than those required by AR 670-1.

c. Hairstyles for female cadets, without reference to style, must conform to the following standards in order to receive a passing mark on uniform inspections:

(1) Hair should be worn in such a manner that it is off the shoulders and not allowed to fall over the eyebrows.

(2) Special units that are voluntary in nature may prescribe a more stringent hair policy for females, but in no case will it be more stringent than that required by the Army.

13-3. Uniforms.

a. The uniform of the United States Army is more than a mere suit of clothing. It's a symbol of honor, tradition, and achievement. Smart appearance and proper conduct while in uniform is an indication of self-respect, pride, alertness, and loyalty.

b. Each Army JROTC cadet will be issued a uniform and JROTC insignia as prescribed in CCR 145-2.

13-4. Responsibilities and Maintenance.

a. The uniform and required equipment is furnished on a loan basis to each cadet. Cadets are responsible for the condition of these items and for the proper return of all items issued at the end of the school year. There are no charges for the use of the uniforms and equipment, provided all items are turned in at the end of the school year or when a cadet is disenrolled from the JROTC Program.

b. Cost of cleaning, laundry, and normal maintenance of uniforms will be the responsibility of the cadet while the uniform is in their possession. It is not necessary to have the uniforms cleaned prior to turn-in at the end of the school year. The U.S. Army provides complete cleaning and maintenance during the summer months.

c. Army uniforms require frequent brushing and should be pressed before scheduled wear. The Army uniform must be dry cleaned and should never be washed, as this will ruin the uniform.

13-5. Textbooks. JROTC manuals and textbooks are issued to each cadet at no cost to the cadet. Other publications are on file and available for reference and study.

Section XIV

Inspections

14-1. Inspections will be conducted throughout the school year to ensure that high standards of personal appearance are maintained and to ascertain the condition of uniforms and equipment.

14-2. Routine inspections will be conducted as shown on the weekly training schedules. These will normally be inspections in ranks, with or without weapons. Such inspections constitute a portion of the class hours prescribed by the Army Training Program for Leadership Development and Drill.

14-3. Periodic inspections and/or staff visits may be made by representatives of the school district or the Army.

14-4. Army personnel will normally conduct an Annual Formal Inspection (AFI) sometime during the school year. Special effort will be made to ensure that the highest possible standards of conduct, appearance, and deportment are established for this inspection. In preparation for the AFI, the instructor staff and Cadet Battalion Commander will conduct similar inspections during the school year. For detailed information on inspections consult CCR 145-8 and CCR 145-8-3.

Section XV

Co-Curricular Activities

15-1. The following organizations and activities are authorized within the Army JROTC program. These are categorized as co-curricular activities, and participation is voluntary on the part of the individual cadet. The SAI serves as the faculty supervisor of these activities but may designate an Instructor or other qualified adult to oversee such activities. One of the strengths of the JROTC program is that it allows many students to become involved in co-curricular activities. This participation builds team work, and self-esteem thus supplying the objectives of the program. As other Army JROTC clubs and activities are formed and authorized, this section will be amended to include them.

- a. Army JROTC Drill Team
- b. Army JROTC Color/Honor Guard
- c. Army JROTC Raider Platoon
- d. Army JROTC Marksmanship Team

15-2. Army JROTC Drill Team.

a. The cadet battalion will organize and train a drill team of cadets, on a selective basis. The Drill Team Leader will be responsible for coordinating activities and functions in which the drill team may participate. Multiple Drill Teams may be formed to allow additional cadets to participate in this co-curricular function. Examples of additional Drill Teams are: armed, unarmed, and exhibition.

b. The Drill Team Leader will be responsible for obtaining and maintaining special equipment for the drill team, and is responsible for carrying out the responsibilities of the Drill Team.

15-3. Army JROTC Color/Honor Guard.

a. The cadet battalion will organize and train a Color/ Honor Guard of cadets, on a selective basis. The Battalion Command Sergeant Major is responsible for the training of the Color Guard and coordinating activities and functions in which the Color Guard may participate.

b. Color/Honor Guard will hold sufficient practice sessions to ensure they are proficient. Cadets whose personal appearance in uniform is less than outstanding or who are unwilling or unable to participate in practice sessions or actual performances, will not be permitted to become or remain as members.

c. The Battalion Command Sergeant Major will be responsible for obtaining and maintaining special equipment for the Color Guard, and is responsible for carrying out the responsibilities of the Color Guard.

15-4. Army JROTC Raider Platoon. The cadet battalion may organize and train a Cadet Raider Platoon. The Raiders will be organized and operate as a separate platoon.

15-5. Army JROTC Marksmanship Team. A marksmanship team may be organized utilizing pellet air rifles or .22 rifles requisitioned through HQ Cadet Command. Competitions may be entered locally or through postal matches. U.S. Army Reserve and the National Guard have excellent postal matches with the winners competing shoulder to shoulder. Most of the ROTC regions have end of year shoulder to shoulder matches.

15-6. JROTC Encampments. Junior camps may be conducted at any time during the year. As with all other JROTC programs they must be a school sponsored activity. Participation in camps is strongly encouraged, however, it is not a required activity. Cadets who have not completed LET 1 or have graduated from high school are not eligible to participate in camps as JROTC cadets. The following is a list of training that is authorized for summer camps: Adventure training; Rappelling tower; Leadership training; Confidence course; Leaders reaction course (LRC); Physical training and Installation orientation. Crew served weapons, patrolling, tactical or other war fighting training, etc., are strictly prohibited with regards to JROTC Cadets. For more detailed information refer to CCR 145-2.

Section XVI

Awards, Decorations, Badges and Special Insignia

16-1. JROTC Cadets may earn various decorations, awards, badges, and special decorations during the year. Only those awards specifically authorized by regulation, or awards earned in other JROTC units and for which orders or other supporting documents are on file, may be worn on the Army JROTC cadet uniform. No award will be worn by a cadet until official orders have been published and distributed. For further information please consult CCR 145-2.

16-2. It is the responsibility of any individual having personal knowledge of an act, achievement, or service, believed to warrant the award of a decoration, to submit a recommendation for consideration.

Section XVII

Program, Organization and Curriculum description

17-1. Flexibility of the JROTC Program.

a. The flexibility of the program allows it to bear the scrutiny of professional educators and to meet the needs of the community. Some of the course has been reviewed and college credit is awarded to cadets upon completion of the specified requirements.

b. The program consists of 180 hours of instruction per year taught over a period of three or four years with one period of JROTC instruction being conducted each school day. Adjustments are made for schools with less than 180 school days or non-traditional schedules as long as the requirements are the same as for other one-credit courses and only one level is taught per year and the course spans the entire year.

c. The 180 hours of instruction are divided into 130 core courses and 50 elective or optional courses. The core courses are taught at every Army JROTC program. The JROTC instructor selects from a list of approved subjects to fulfill the elective or optional courses to complete the 180 hour requirement. This flexibility allows the JROTC instructor, working in conjunction with school officials, to tailor the program based on the unique needs of the students, school, community, etc.

d. Instruction is provided in 90-minute lessons capable of being taught as two 45- and 50-minute classroom sessions.

17-2. JROTC Curriculum.

a. Citizenship and leadership are emphasized in each year of the program. Communications, physical fitness, and teamwork are also integral parts of the curriculum. Citizenship and American History provides an understanding of the military role in current events.

b. The curriculum is designed to complement and work with the overall educational program in any high school. Satisfactory completion of the program can lead to advanced placement credit in the Senior ROTC program or advanced rank in the Armed Forces.

17-3. Lesson Plans and Components

a. Lesson Preview. The lesson preview is a shortened version of your four phase lesson plan. It provides a quick look at the learning activities and instructional strategies included in each phase of the lesson. The lesson preview provides you with the big picture of what cadets are going to learn and how they are going to learn it.

b. Icebreaker/Energizer. Most lessons introduce the concept or lesson objectives with physically active games or other activities that increase group interaction, promote a sense of team, generate laughter and provide a sense of fun called the Icebreaker/Energizer

c. Phase 1 – Inquire. This phase will determine what cadets already know or don't know about the lesson content. The Inquire phase will help both instructor and cadets understand the cadets' baseline understanding of the lesson objectives.

d. Phase 2 – Gather. The purpose of this phase is to research and collect information from a variety of sources, to synthesize information, to evaluate existing information, to collect data, to evaluate ideas, or to observe new skills

e. Phase 3 – Process. The Process Phase uses the new information, practices new skills, and engages students in different activities.

f. Phase 4 – Apply. The purpose of this phase is to help cadets make real-life applications of the new information or ideas. Cadets can also consider ways to integrate the lesson concepts or skills with other curriculum area. They also plan ways to transfer their learning into personal use outside the classroom. It is crucial to use the reflection questions in each phase and to implement all four phases, they work together to create informed students who can utilize the material learned.

g. The four-phase lesson design is brain-compatible and well suited to teaching in the block. The JROTC Desk Reference provides strategies to teach each lesson. Every lesson plan has two places to determine how to prepare for the lesson. A short description on how to organize and prepare for class follows the list of materials and key words in the lesson plan section labeled "Setup." Setup instructions are also detailed in the beginning of each phase within the lesson plan.

17-4. Course Hours

<u>MANDATORY TRAINING</u>	<u>LET 1</u>	<u>LET 2</u>	<u>LET 3</u>	<u>LET 4</u>
Introduction to JROTC: A Character and Leadership Development Program	13.5	0.0	10.5	0.0
Leadership Theory and Application	31.5	25.5	27.5	54.0
Foundations for Success	21.0	27.0	30.0	0.0
Wellness, Fitness, and First Aid	25.0	32.5	11.5	16.5
Geography and Earth Science	1.5	3.0	5.5	5.5

Citizenship and American History	13.5	18.0	10.0	10.0
Administration/Testing/Inspections	24.0	24.0	24.0	24.0
Additional Required Lessons Hours	<u>0.0</u>	<u>0.0</u>	<u>11.0</u>	<u>20.0</u>
<u>TOTAL:</u>	<i>130.0</i>	<i>130.0</i>	<i>130.0</i>	<i>130.0</i>
<u>STATE & JROTC ELECTIVE HOURS</u>	50.0	50.0	50.0	50.0
GRAND TOTAL:	<i>180.0</i>	<i>180.0</i>	<i>180.0</i>	<i>180.0</i>

h. Basic Command and Staff Principles (U2-C3-L10) will be taught in LET 3 or LET 4.

i. The two Environmental Issues lessons will be taught in the junior and senior year, or both in either year. Includes school requirements, unit inspections, and testing/evaluation at the chapter level.

17-5. Electives are a required component of the JROTC program and must be taught. A unit may not use these hours for other purposes. Electives are used to provide cadets with additional opportunities outside the scope of the mandatory section of the curriculum. Such opportunities are intended to supplement or reinforce the instruction or permit JROTC units to align their programs according to their desired academic focus. (Note: Electives not pre-approved by Cadet Command must be approved before they can be taught in the JROTC curriculum.) Approved electives are divided into the following three categories.

- a. Electives that have supporting curriculum materials developed.
- b. Electives in which instructors must provide/develop their own curriculum materials.
- c. Electives in which partial materials are available and/or can be ordered (such as *Lion's Quest*). Their use is highly recommended to support/reinforce specific subjects.

Category 1 Approved Electives Extensions of Mandatory Subjects	Category 2 Approved Electives Extensions of Mandatory Subjects outside the provided materials
Any material from the hardbound texts	Computer Training
Success Profiler	Media Communications
Quantum Learning	Physical Training
Command and Staff Procedures	Water Safety
Safety and Marksmanship	Admin/Supply Procedures
Time spent in service learning activities that directly supports the lessons in the curriculum	Hunter Safety
Wilderness Survival Safety	Exhibition Drill
Category 3 Approved Electives (some of these materials are provided in the core curriculum)	
High School Financial Planning Program (303-224-3510 - no cost for this program)	
Chief Justice (415-883-3530)	
You the People	
Written Communications for Sergeants (703-680-7488 or mailto:hughes-s@erols.com)	
Chief Justice (415-883-3530)	
Intellearn Materials (843-686-4050)	

d. JROTC units are authorized to reduce the allotted hours for any subject in an amount not to exceed 25 percent to best accomplish their realignment goals.

17-6. Course Length.

The course length is normally four years at a traditional high school (grades 9 - 12). Military institutes require a four-year program. High schools have the option to conduct a three-year program and are encouraged to use pertinent parts of the LET 4 curriculum.

17-7. JROTC Annual Camps are an additional component of the three- and four-year programs and supplement the JROTC curriculum for selected upper class cadets. For those attending, additional focus is placed on developing cadets' character and leadership skills, abilities, and potential; foundations for success; leadership; wellness; geography; and teaching math and science skills.

Section XVIII

Internal Management Control Program

18-1. The Internal Management Control Program was established by DOD for managers to use in their day-to-day operations to help ensure the job gets done as intended. When used with a common sense set of standards, Internal Management Controls permit adequate protection and accountability for the resources entrusted to you.

18-2. The key to the Internal Management Control program is to make sure the optimum controls are in place and working: Is the control technique sound?; answers the questions below and Is the control practical?; Is the control timely?; Is the control acceptable?.

18-3. Internal Management Controls also serve as checks and balances for managing your program. Once the controls are in place and working, an internal management control checklist is used to validate their effectiveness. These checklists take less than 30 minutes each to complete and are used as feeder information for audits/inspections and highlight weaknesses before they become problem areas.

18-4. Cadet Command checklists for Local/Long Distance Telephone Service, Postal Service, Logistics, Government Purchase Card and School Fund Control are to be completed annually. Other checklists may be scheduled by your region headquarters. Once the checklists are completed, you will be required to submit your findings on your Management Control Report, JROTC Unit Level. This report is found in your JUMS 3.0 program under Reports, Unit Management Control Report, which is due annually in the spring.

18-5. As you settle in your new position, one of your first priorities should be to contact your program manager to find out exactly what is required by your activity.